



Hendry County Sheriff's Office

General Order 5.1

TITLE: Supervisor Responsibility and Authority	SHERIFF'S APPROVAL: Digital
ORIGINATION DATE: 06/10/2019	REVISION DATE:
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I. PURPOSE: To delineate responsibilities of supervisors within the Hendry County Sheriff's Office.

II. SCOPE: This order shall apply to all sheriff's office members in supervisory positions.

III. POLICY: It is the policy of the Hendry County Sheriff's Office to clearly define the roles and responsibilities of supervisory personnel. This list is not all inclusive, as supervisors may be required from time to time to perform tasks or functions not specifically listed in this order to achieve the goals and objectives of the sheriff and/or the agency.

IV. PROCEDURE:

- A. **Supervisors Duties in General:** A supervisor is responsible for performing all general supervisory duties in addition to having the technical skills and knowledge necessary to perform duties related to his/her specific assignment. He/she must constantly strive to improve his/her supervisory techniques through study and practice.
- B. **Proposing Changes in Policy:** Supervisors shall initiate proposals for change in policy or sheriff's office operations and shall solicit ideas from his/her subordinates. He/she shall forward suggestions through the approved chain-of-command and give proper recognition to those subordinates that initiate them.
- C. **Supervisory Knowledge of Agency Orders:** All supervisors are to be familiar with the content of the sheriff's office general orders manual, appropriate division manual(s) and other orders and directives.
- D. **Organization of Activities:** A supervisor is responsible for organizing his/her work and the work of his/her subordinates per sheriff's office policy. Supervisors are to ensure subordinates give maximum effort to their assigned tasks. He/she must be ready at all times for unusual or changing circumstances.
- E. **Knowledge of his/her Supervisory Positions:** A supervisor is to thoroughly acquaint himself/herself with the duties and responsibilities of any supervisory position he/she may potentially have to assume.

- F. **Delegation of Duties:** A supervisor may delegate to his/her subordinates the authority to perform certain tasks and advise them that they are responsible for successfully completing the assignment, however, the supervisor remains accountable for such assignment at all times.
- G. **Directing Subordinates:** All supervisors are granted sufficient authority to perform their assigned tasks and direct their subordinates. Any supervisor who is directed to act in the capacity of a rank above his/her usual rank shall temporarily possess the authority of that rank. A supervisor is expected to issue only lawful orders and must never assume that a subordinate understands his/her order. The supervisor must be certain the subordinate understands what is expected of him/her. A supervisor shall respect the dignity of subordinates and avoid using tyrannical or abusive words or actions toward them. Whenever possible, subordinates shall be censured privately and commended publicly. Supervisors are to practice professionalism and to expect a professional attitude from their subordinates.
- H. **Dissemination of Information to Subordinates:** A supervisor is responsible for the timely dissemination to his/her subordinates of information he/she receives concerning policies, procedures, changes in law, or other memoranda. This responsibility is regardless of the medium of said information, (e.g., memo, e-mail, legal update, etc.).
- I. **Inspections of Subordinates:** Supervisors are expected to conduct inspections to determine the results of any order they may issue. Inspections are accomplished by asking the subordinate if the task has been completed, by reviewing a written report submitted by the subordinate, or by personally interviewing the subordinate carrying out the order. Supervisors shall report to his/her immediate supervisor information regarding any subordinate that is party to any incident involving a violation of law, sheriff's office general orders or other agency directive.
1. Supervisors are responsible for inspecting the uniforms and equipment of their subordinates for cleanliness and appearance, and must determine the fitness of their subordinates for duty.
- J. **Training of Subordinates:** A major responsibility of the supervisor is the training of his/her subordinates. Training encompasses assisting subordinates in becoming optimally effective, by developing their skills and job knowledge, and encouraging self-improvement.
1. Supervisors shall ensure their subordinates complete all assigned PowerDMS courses and policy reviews prior to the due date.
- K. **Counseling Subordinates:** Supervisors are to take a personal (not mechanical) interest in their subordinates, encouraging them to use initiative in solving potential problems. The welfare of subordinates is of primary concern; therefore, the supervisor shall make himself/herself available to employees seeking guidance and counseling. He/she shall provide advice and guidance to help prepare subordinates for possible advancement and increased responsibility.
- L. **Performance Evaluation:** Supervisors are responsible for informal (constant), and formal (periodic), employee performance appraisals and the analysis of subordinate work accomplishments. Informal evaluation requires immediate review and immediate correction. Supervisors must also conduct post-rating interviews with their subordinates after each formal evaluation period, for the purpose of pointing out the subordinates' accomplishments and any shortcomings that may have been observed, along with suggestions for performance improvement. All evaluations must remain strictly objective.
- M. **Supervisory Review of Reports:** Prompt and effective review of written reports is required of all supervisors. Members are to be proficient in report writing, therefore, supervisors are to review reports for any omissions, corrections or additions. A prompt review provides the supervisor with a method to evaluate the work accomplishments and efforts of subordinates.

- N. **Techniques of Supervision:** To exercise leadership ability, a supervisor must issue verbal orders without resorting to authoritarian control. Instead, he/she must exercise firm, but polite command, to achieve compliance with the order by his/her subordinates. Supervisors should not place responsibility for an order on some higher authority, but should give orders as though he/she originated it; otherwise compliance with the directive may be weakened. The practice of giving orders in the name of a superior is poor form and comes across as a sign of weakness. It raises doubt in the minds of subordinates as to the confidence of the supervisor, and/or the wisdom of the order. Supervisors shall adopt an attitude of guiding employees by sound logic and clear thinking, rather than by arbitrary orders and commands, and will strive to attain the willing response and cooperation of subordinates.
1. Supervisors are not to join hostile subordinates in their resistance to management. Supervisors must win the support of their subordinates by proper interpretation of agency policies and procedures.
 2. Supervisors shall understand that recognition of a subordinate is effective method of motivation. Therefore, consistently good performance warrants recognition, as well as meritorious accomplishments. Praise shall not be reserved for meritorious accomplishments alone.
- O. **Serious Incidents:** Supervisors shall immediately report any incident of a serious nature involving a subordinate to their immediate supervisor.
- P. **Other Duties and Responsibilities:** Supervisors may be assigned other specialized duties and responsibilities, as assigned by competent authority.
- Q. **Assumption of Command by a Senior Officer:** Senior deputies shall assume command only under one (1) or more of the following conditions:
1. When any situation appears to be beyond the control of the deputy/civilian subordinate that is initially in charge;
 2. If jurisdiction is concurrent with the particular duty;
 3. For disciplinary purposes; and/or
 4. If ordered to assume command by their supervisor.
- R. **Assumption of Command by a Junior Deputy:** A deputy of junior rank may take command of a situation by identifying himself/herself and announcing his/her intent to the deputy then in charge, only when such deputy is unable to perform his/her duties due to some physical or mental condition. A written report of the incident shall be submitted by the junior deputy through chain-of-command to the sheriff as soon as possible.
- S. **Assumption of Command by a Junior Civilian Subordinate:** A junior civilian subordinate may take command of a situation by identifying himself/herself and announcing his/her intent to the civilian in charge, only when such civilian is unable to perform his/her duties due to some physical or mental condition. A written report of the incident shall be submitted by the junior civilian subordinate through chain-of-command to the sheriff as soon as possible.
- T. **Supervisors of Equal Rank:** Whenever supervisors of equal rank are present at the scene of an incident, the supervisor with most time in rank shall assume command.
- U. **Staff Supervision:** Employees shall be required to take direct orders from, and be accountable to, only one (1) supervisor at any given time. Supervising employees shall exercise direct command

over subordinates outside his/her division/unit/section only when the purpose, effective functioning or reputation of the sheriff's office may be jeopardized.

- V. **Incident Command:** When members of two (2) or more organizational components are involved in an incident, the ranking member present from the organizational component responsible for the follow up investigation and/or conclusion of the case shall assume responsibility for, and take command of, the investigation. When an incident is bi-jurisdictional, a "unified command" shall be established using the above standard from both jurisdictions. Both commanders shall coordinate their actions per the incident command position as set forth in the INCIDENT COMMAND SYSTEM (ICS).

V. GLOSSARY

SUPERVISOR: Any person having charge of any section, subsection, squad, shift or other such unit will be considered a supervisor. This designation also includes those persons acting in such a capacity. Since supervision of subordinates is an integral function of command effectiveness, a deputy shall also be considered a supervisor or supervising deputy when assigned to supervise others.

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